

2013

Transportation & Long-Range Planning Department Business Plan



City of Sugar Land

TRANSPORTATION & LONG-RANGE DEPARTMENT BUSINESS PLAN

CONTENTS

Functional Structure 3

Transportation & Long-Range Planning..... 4

 Program Summary 4

Services and Service Levels 5

 Service: Comprehensive Plan (Chapters 1 through 5) and Master Plans..... 5

 Service: Mobility Planning 7

 Service: Land Use Planning 9

 Service: Regional Mobility and Land Use Activities 10

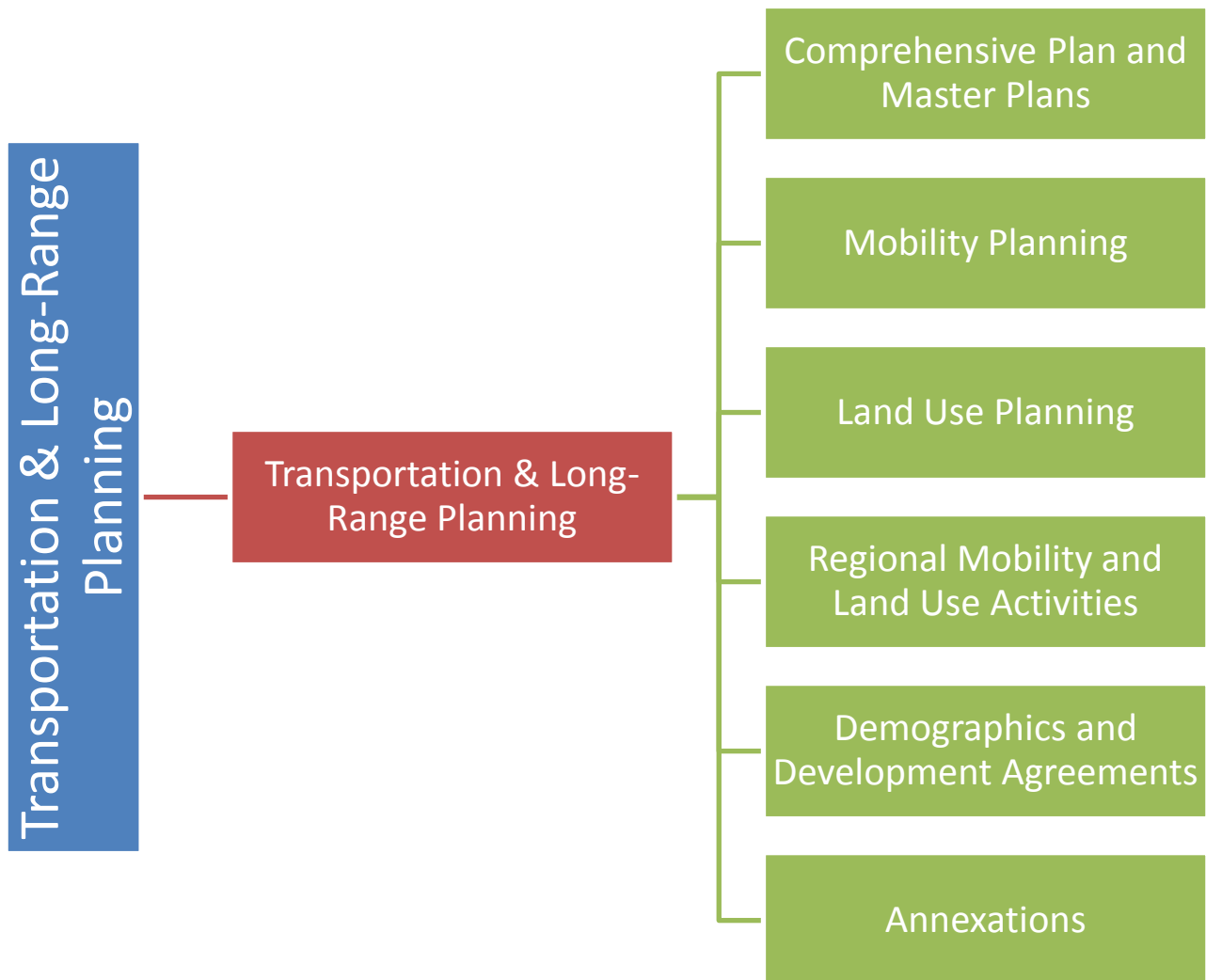
 Service: Demographics and Development Agreements 11

 Service: Annexations..... 12

Service Level Expectations 14

TRANSPORTATION & LONG-RANGE PLANNING DEPARTMENT 2013 BUSINESS PLAN

FUNCTIONAL STRUCTURE



2013 PROGRAM OF SERVICES

TRANSPORTATION & LONG-RANGE PLANNING

PROGRAM SUMMARY

The Department has one program: Transportation & Long-Range Planning. This program includes the following six services:

1. Comprehensive Plan (Chapters 1 through 5) and Master Plans. The Department leads the development of and advocacy for the City's Comprehensive Plan, and ensures the City's master plans are developed in an effective, consistent manner across the organization.
2. Mobility Planning. The Department leads the organization's mobility planning efforts. This service includes five activities, with the first three activities relating to the City's Comprehensive Mobility Plan:
 - a. Comprehensive Mobility Plan: Developing and updating the Plan
 - b. Comprehensive Mobility Plan: Annual project programming
 - c. Comprehensive Mobility Plan: Project implementation
 - d. Rail Issues. The Department has a lead role in City efforts to address issues relating to freight rail, including noise reduction and rail crossings.
 - e. External Funding Acquisition. The Department leads the City's efforts to secure external funding for transportation improvements, primarily by pursuing state and federal funds through working with the Houston-Galveston Area Council (H-GAC).
3. Land Use Planning. The Department is responsible for updating, and facilitating an organization-wide effort to implement, the City's Future Land Use Plan.
4. Regional Mobility and Land Use Activities. The Department leads the City's participation in Houston-region mobility and land use activities.
5. Demographics and Development Agreements. The Department maintains long-range information and data such as population estimates and land uses of the City's developed areas and serves as the point of contact for internal and external customer requests for such information. The Department ensures the City is meeting its obligations as established in development agreements.
6. Annexations. The Department oversees and carries out the City's annexation efforts for areas without a municipal utility district ("non-MUD areas"). The Department assists as needed with annexations of areas with a municipal utility district ("MUD areas") according to Strategic Partnership Agreements (SPA).

The Department's efforts further the Comprehensive Plan's goals of Superior Mobility, Great Neighborhoods, and Balanced Development and Redevelopment. The Department furthers the City's mid-term priorities of Well Planned Community and Mobility for People.

Details on each of the six services are provided below.

SERVICES AND SERVICE LEVELS

Service: Comprehensive Plan (Chapters 1 through 5) and Master Plans

The Department “owns” the City’s Comprehensive Plan (Chapters 1 through 5) and leads the development, maintenance and implementation of the Plan. The Department facilitates the development of the City’s master plans.

Activity: Comprehensive Plan Review and Updates

The Department is the “owner” of the Comprehensive Plan and leads the Comprehensive Plan update process. As background, the Comprehensive Plan has six (6) chapters: Chapters 1 through 4 provide background information, Chapter 5 describes the City’s Vision, Goals and Objectives, and Chapter 6 is the City’s Land Use Plan. This activity relates to Chapters 1 through 5.

Every year the Department will complete a review of the Comprehensive Plan. The purposes of the review are 1) to identify areas where additional efforts are needed in order to implement the Comprehensive Plan and 2) to determine if an update to the Plan is needed. The review will be done concurrently with the Annual Master Plan Review Program.

Should an update to the Comprehensive Plan be necessary, the Department will facilitate an organization- and community-wide effort to complete the update. Updates to the Comprehensive Plan involve extensive outreach to the community. Updates should occur every 5-10 years or when there is a significant change in policy direction or vision.

Activity: Comprehensive Plan Ownership and Advocacy

The Department has a role in ensuring implementation of the Comprehensive Plan. This role involves educating the organization on the Plan’s content and guidance and encouraging its use as a reference in the organization’s regular activities. The Department will perform this education through occasional presentations or other communications to various groups. These groups include the community at large, City Council, department heads, boards and commissions, Emerging Leader Academy, Sugar Land 101, etc. The Department will provide expertise on the Comprehensive Plan for the City’s strategic planning process and into master plan update training. The Department will meet with the development community as necessary to provide Comprehensive Plan guidance at pre-development meetings.

Activity: Oversee Master Plan Update Process

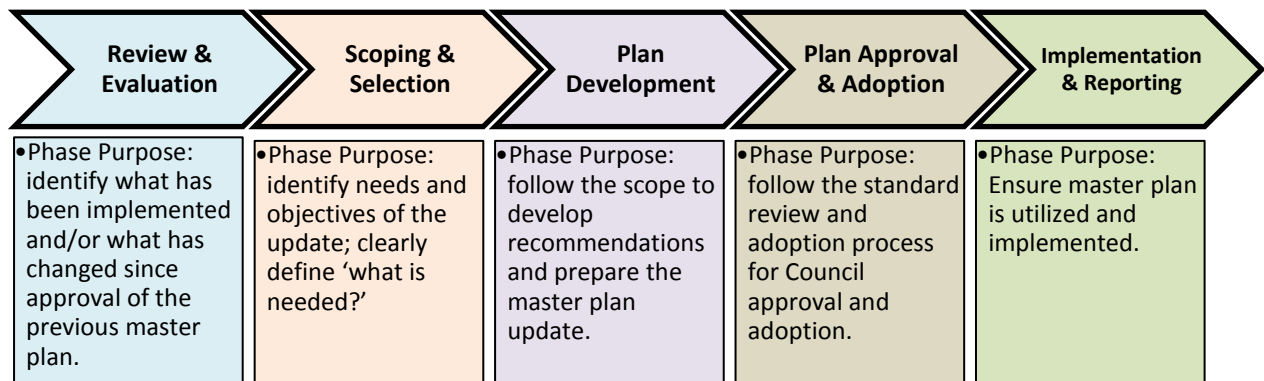
The Department is responsible for ensuring a consistent and effective approach is utilized to update the City’s master plans. The Department led the development of a new approach to updating master plans in FY12. The Department is incorporating this approach into an update to the City’s Master Plans Policy.

For reference, the City’s eight (8) master plans are as follows:

1. Land Use Plan
2. Parks, Recreation and Open Space Master Plan
3. Hike and Bike Trails Master Plan
4. Municipal Facilities Master Plan
5. Water Master Plan
6. Wastewater Master Plan
7. Thoroughfare Master Plan
8. Drainage Master Plan

Under the new Master Plans approach, the Department coordinates with “owning” departments to identify the goals and objectives of the Comprehensive Plan applicable to each master plan. The Department assists owning departments in identifying policy issues that need to be addressed. The Department ensures an adequate public process is incorporated into the update process that allows for public input on key policy issues. If necessary, the Department will provide training to staff teams responsible for updating a master plan. This training may include a review of the master plan policy and process, the difference between policy and technical questions, and the use of public input as the basis for recommendations on policy questions. The Department ensures that master plans use consistent assumptions for development and utilize standardized presentation of costs. All master plan updates are reviewed by Planning & Zoning Commission and City Council. The Department assists owning departments in scheduling, preparing and presenting workshops and public hearings with these groups.

For reference, this process is depicted graphically in the draft updated Master Plans Policy as follows:



Activity: Master Plan Annual Reports

The Department leads the annual review process for all master plans. By policy, all master plans are to be reviewed annually. To facilitate this annual review, owning departments complete an annual report for each master plan. The annual report’s purpose is as follows:

- 1) to assess the implementation of each master plan;
- 2) identify areas requiring additional efforts and make recommendations to address these areas in the upcoming fiscal year; and
- 3) identify gaps or inconsistencies in the plan as part of determining whether an update to the plan is needed.

The Department initiates the review process by distributing the appropriate annual report format to owning departments of master plans. The owning departments use the template to prepare and document the status of each master plan. The Department reviews the annual reports and works with owning departments for consistency and quality. The Department compiles a summary of the annual reports and presents the status of each master plan to the City's Executive Team and City Council. The annual review process will begin in July and be completed through a workshop to City Council by October of each year. This timing allows outcomes of the annual review to inform the development of future CIP projects, strategic projects, and budget impacts.

Service: Mobility Planning

Under this service, the Department leads the organization's mobility planning efforts. This service includes five activities as described below. The first three activities relate to the City's Comprehensive Mobility Plan:

- a. Comprehensive Mobility Plan: Developing and Updating the Plan
- b. Comprehensive Mobility Plan: Annual Project Programming
- c. Comprehensive Mobility Plan: Project Implementation
- d. Rail Issues. The Department has a lead role in City efforts to address issues relating to freight rail, including noise reduction and rail crossings.
- e. External Funding Acquisition. The Department leads the City's efforts to secure external funding for transportation improvements, primarily by pursuing state and federal funds through working with the Houston-Galveston Area Council (H-GAC).
- f. Liaison to H-GAC and the Houston Region

Activity: Comprehensive Mobility Plan: Developing and Updating the Plan

The Department leads updates to the City's Comprehensive Mobility Plan. This Plan was first adopted by City Council in May 2011, and while not one of the City's eight (8) official "master plans", the Plan serves as one of the City's "Guiding Documents". The Department will annually review the Plan to determine whether an update is needed; this review will include the generation of an "annual report" for the Plan. Based upon this review, the Department will periodically lead a process for updating the Plan. The City's proposed Master Plan Policy suggests that updates to plans such as the Comprehensive Mobility Plan should occur every 5 to 10 years. This update process typically involves leadership of a team of City staff and consultants through a public process and technical analysis, culminating in City Council adoption of the update.

Activity: Comprehensive Mobility Plan: Annual Project Programming

The Department will ensure the Comprehensive Mobility Plan is implemented by leading the organization in an annual process to adopt a program of projects to pursue for the upcoming fiscal year. This process includes several steps:

1. Review of the Plan's recommendations and identification of high-priority projects
2. Coordination with other departments and Executive Team staff to develop organization-wide consensus on a program of projects to pursue, including assignment of owning department for each project
3. Submission of recommended projects as strategic or CIP projects and inclusion in budget processes as necessary.

This activity will be completed annually. This activity will result in a program of mobility projects to pursue in the upcoming fiscal year.

Activity: Comprehensive Mobility Plan: Project Implementation

The Department will implement individual Comprehensive Mobility Plan or other mobility planning projects. This implementation focuses on the planning phase when policy issues are a primary focus and significant public input is necessary to guide policy decisions. Once mobility projects move beyond planning and are ready for preliminary engineering or design, the projects are generally assigned to other departments for leadership, primarily Engineering or Traffic Operations. The mobility planning projects currently performed by the Department include pedestrian & bicycle planning or transit planning. The Department will coordinate with Engineering, Traffic Operations, Planning & Environmental Services, and other departments as necessary to ensure the success of each project. However, the Department also has the ideal background and expertise to accomplish the City's thoroughfare planning and rail planning needs as well; in the future these needs might best be accomplished by reassigning these projects to the Transportation & Long-Range Planning Department.

Activity: Rail Issues

The Department is the City's primary liaison to Union Pacific Railroad and is the City's primary freight rail expert. The Department leads the City's response to a number of rail issues, including noise reduction and rail crossing issues. The Department also interfaces with the Gulf Coast Rail District on rail issues that affect the City. The Department will solicit guidance from the City Council Intergovernmental Relations Committee on these issues. This activity is completed on an ongoing basis as issues arise; individual issues must be addressed in a timely manner.

Activity: External Funding Acquisition

The Department acquires external transportation funds for the City's mobility projects. The Department's focus for this activity is federal and state funding; however, this activity could apply to

County mobility bond funds as well. The Department monitors federal and state funding opportunities through involvement with the Houston-Galveston Area Council (H-GAC) and by monitoring grant opportunities. The Department monitors grant opportunities primarily by being on the email distribution lists of granting agencies such as the Texas Department of Transportation. The involvement with H-GAC includes participation in the regular Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) processes and various H-GAC subcommittees. The Department leads the City's response to H-GAC-issued "calls for projects" for the TIP. This activity includes developing organization consensus on which projects and external funding opportunities are appropriate for targeting. The Department may, in the future, lead the development of City policy guidance for external mobility funding.

Service: Land Use Planning

Under this service, the Department leads the organization's long-range land use planning efforts. This service includes three activities:

- a. Updating the Future Land Use Plan (Chapter 6 of the Comprehensive Plan)
- b. Annual Land Use Project Programming
- c. Land Use Project Implementation

Activity: Updating the Future Land Use Plan

The Department leads updates to the City's Future Land Use Plan, which is Chapter 6 of the Comprehensive Plan. The Department will annually review the Plan to determine whether an update is needed; this review includes the generation of an "annual report" for the Plan. Based upon this review, the Department will periodically lead a process for updating the Plan. This update process typically involves leadership of a team of City staff and possibly consultants through a public process and technical analysis, culminating in City Council adoption of the update. The City's proposed Master Plan Policy suggests that updates to master plans such as the Land Use Plan should occur every 5 to 10 years.

Activity: Annual Land Use Project Programming

The Department will ensure the Land Use Plan is implemented by leading the organization in an annual process to adopt a program of projects to pursue for the upcoming fiscal year. This process will include several steps as follows:

1. Review of the Plan's recommendations and identification of high-priority projects
2. Coordination with other departments and Executive Team staff to develop organization-wide consensus on a program of projects to pursue, including assignment of owning department for each project
3. Submission of recommended projects as strategic or CIP projects and inclusion in budget processes as necessary.

This activity will be completed annually. This activity will result in a program of land use projects to pursue in the upcoming fiscal year.

Activity: Land Use Project Implementation

The Department will implement individual Land Use Plan or other long-range land use planning projects. These projects may be strategic projects or may be internal Department projects. The Department will coordinate with other departments, such as Economic Development or Engineering, as necessary in implementing these projects. Examples of land use planning projects could include a program to encourage preferred redevelopment styles, development of a plan for a specific area targeted for redevelopment, or code modifications to encourage the accomplishment of City land use objectives. The Department will implement these projects as assigned on an annual basis and in accordance with workloads and City priorities.

Service: Regional Mobility and Land Use Activities

The Department leads the City's participation in Houston-region mobility and land use activities.

Activity: Liaison to H-GAC and Related Organizations

As the City's primary liaison to H-GAC, the Department serves as an ambassador for Sugar Land to the Houston region. The Department represents the City on several H-GAC committees, including the Technical Advisory Committee (TAC) and its subcommittees, and influences these committees for the benefit of Sugar Land and the region. The Department utilizes its role at H-GAC to develop positive relationships with other Houston region agencies and utilizes these relationships to leverage City interests through agreement negotiations, cost sharing or funding issues, knowledge sharing, or other ways.

Activity: Regional Studies Representation

The Department leads the City's participation in land use or transportation studies performed by others in the Houston region. Because Sugar Land is situated in a larger metropolitan area, City participation in these studies is necessary to promote City interests in regional planning efforts that could impact the City. These studies happen from time to time and may be led by H-GAC, TxDOT, the Gulf Coast Rail District, or other agencies. The Department will represent the City's interests in the project by participating on consultant selection committees, work groups, and attending project meetings. Example projects include H-GAC's Fort Bend Subregional Initiative, Regional Plan for Sustainable Development, the Gulf Coast Rail District's freight rail bypass study, and commuter rail feasibility studies.

Service: Demographics and Development Agreements

The Department maintains current and long-range demographic and land use information such as population estimates and land uses of the City's developed areas and serves as the point of contact for internal and external customer requests for such information.

Activity: Population Estimates and Projections

The Department prepares population estimates and projections for the City and the City's ETJ. The Department provides these estimates to departments for reporting purposes or for estimating future service level requirements. The Department plays a primary role in addressing issues arising from each Census, including leading "count committees" and public outreach. In between Census years, the Department estimates the in-City population and number of dwelling units annually every January based on residential building permits issued in the previous year. The Department estimates the City's ETJ population and number of dwelling units annually utilizing the results of the land use inventory.

The Department creates projections for in-City population for one- and two-year horizons. Additionally, both the in-City and ETJ populations are projected at five-year intervals out to approximately 20 years. The projections are accompanied by text that explains the assumptions behind the projections such as development phasing plans or trends and persons per household. This activity will be completed annually at the end of the calendar year. This timeframe allows for a January 1st population estimate that can be used for the remainder of the calendar year.

Activity: Demographics

The Department tracks and conducts research and analysis of population growth and development trends by monitoring various sources of new demographic information. The sources include the U.S. Census, American Community Survey, U.S. Census Population Estimates Program, and Texas State Data Center. The Department will compile information from these various sources in a summary report and distribute the report via an FYI memorandum to City Council and City departments annually in January of each year. The Department serves as the main point of contact to provide demographic information to internal and external customers as requested.

The Department also coordinates the City's efforts and updates to Census-related information such as providing changes to City boundaries to the Census' annual Boundary Area Survey (BAS). Department staff also serve as a liaison coordinating efforts and City participation during the decennial census.

Activity: Land Use Inventory

The Department organizes and conducts an annual land use inventory of the City and the City's ETJ areas. The results of the inventory are compiled for reporting and documentation purposes on land uses. The data serves as the basis for population estimates in the City's ETJ and can be used for

annexation planning purposes. The data can be used for various other needs, but generally is used to provide a baseline overview of the City's land uses. This activity is completed annually.

Activity: Development Agreement Monitoring

The Department ensures the City and the development community are meeting their obligations as established in development agreements. As examples, these obligations may include the construction of improvements, or alternatively could include the preclusion of a development approval until a developer meets his or her own obligations. The Department maintains a list of developer and City obligations and triggers that dictate when the obligations must be fulfilled. The Department monitors current planning activities and identifies obligations are triggered. The Department coordinates with other departments such as Planning and Environmental Services and Engineering to ensure these departments understand and ensure that developer and City obligations are fulfilled.

Service: Annexations

The Department oversees and carries out the City's annexation efforts for areas without a municipal utility district ("non-MUD areas"). The Department assists as needed with annexations of areas with a municipal utility district ("MUD areas").

Activity: Annual Non-MUD Annexation Review Program

The Department conducts an annual review of the City's non-MUD ETJ areas for the purpose of determining whether to recommend annexation. The Department identifies any changes in existing conditions for these areas. Based on criteria outlined in the City's annexation policy for non-MUD areas, Resolution 07-37, the Department assigns each area a priority ranking and forwards any recommendations for annexations to City Management and City Council for consideration. When considering the review of fiscal impacts, service provisions, and interdepartmental coordination, this process may take 4 to 6 months. The Department completes this activity annually, beginning in June of each year, with a goal of workshop with City Council on necessary annexations by October. The Department will subsequently work with City Council to adopt resolutions, if necessary, on which areas to annex. The Department will then make recommendations on including the identified annexations into the subsequent year's (i.e., one year following the October workshop) strategic work plan.

Activity: Lead Annexation Process for Non-MUD Areas

Once the City has decided to annex property into the City, the Department leads the City's efforts to prepare and process annexations in accordance with State requirements. These efforts include coordination with other departments to prepare a detailed service plan and full fiscal impact analysis as well as notification of property owners and required agencies. The Department ensures that all aspects of annexation implementation are considered during the preparation of a service plan including post-annexation steps such as application of permanent zoning. This activity is completed as needed,

dependent upon the City's decision to annex property. The Department will utilize the Executive Director of Community Development as an advisor in this process. The Department will utilize the Planning and Environmental Services Department for carrying out the mechanics of this process, including issuance of public hearing notices, development of annexation ordinances, City Council and Planning & Zoning Commission presentations, or other items as needed.

Activity: Assist Annexation Process for MUD Areas

The Department will assist the Executive Director of Community Development as needed to implement annexations of MUD areas according to Strategic Partnership Agreements (SPAs). MUD-area annexations will be led by the Executive Director of Community Development.

SERVICE LEVEL EXPECTATIONS

Program: Transportation & Long-Range Planning	
Service (Activity)	Service Level Expectation
Comprehensive Plan (Chapters 1 through 5) & Master Plans	<i>Service Levels as Defined by Activities Below:</i>
<i>Comprehensive Plan Review and Updates</i>	Annually complete a review of the Comprehensive Plan, determine if updates are needed, and complete updates as needed in accordance with State law and City policy requirements.
<i>Comprehensive Plan Ownership and Advocacy</i>	Periodically review and provide presentations or other Comprehensive Plan information to the organization and community, including City departments, strategic planning retreats, Sugar Land 101, and pre-development meetings.
<i>Oversee Master Plan Update Process</i>	All master plan updates conducted in accordance with the Master Plan policy. Anticipate 1-2 master plan update per year.
<i>Master Plan Annual Reports</i>	Complete a review of all master plans in October of each year.
<i>Maintain City Master Plan Policy</i>	Review and update the policy every 5 years or as needed.
Mobility Planning	<i>Service Levels as Defined by Activities Below:</i>
<i>Comprehensive Mobility Plan: Developing and Updating the Plan</i>	Annually complete a review of the Comprehensive Mobility Plan and complete updates every 5 to 10 years or as needed in accordance with City policy requirements.
<i>Comprehensive Mobility Plan: Annual Project Programming</i>	Develop a proposed program of mobility projects annually.
<i>Comprehensive Mobility Plan: Project Implementation</i>	Manage assigned mobility projects as needed and in coordination with other departments.
<i>Rail Issues</i>	Serve as liaison to UPRR, and address rail issues in a timely fashion on an ongoing basis as issues arise.
<i>External Funding Acquisition</i>	Lead the City's response to H-GAC's TIP call for projects, generally occurring every two years. Identify and respond to other funding opportunities as they arise.
Land Use Planning	<i>Service Levels as Defined by Activities Below:</i>
<i>Updating the Land Use Plan</i>	Annually complete a review of the Land Use Plan, outline needs, and complete updates every 5 to 10 years or as needed in accordance with City policy requirements.
<i>Annual Land Use Project Programming</i>	Develop a proposed program of land use planning projects annually.
<i>Land Use Project Implementation</i>	Complete long-range land use projects as needed annually.
Regional Studies and Coordination	Represent the City in external land use and mobility projects.
Demographics and Development Agreements	<i>Service Levels as Defined by Activities Below:</i>
<i>Population Estimates and Projections</i>	Provide a report on population estimates, projections, and demographics information in January of each year in accordance with the City's Demographic Policy.
<i>Demographics</i>	Provide City demographic information to internal and external customers in a timely manner. Perform a coordinating role during the decennial census.
<i>Land Use Inventory</i>	Complete the land use inventory annually.
<i>Development Agreement Monitoring</i>	Monitor and ensure the enforcement of developer and City obligations as established in development agreements.
Annexations	<i>Service Levels as Defined by Activities Below:</i>
<i>Annual Non-MUD Annexation Review Program</i>	Complete review of ETJ non-MUD areas annually, with the review initiating in June of each year.
<i>Lead Annexation Process for Non-MUD Areas</i>	Coordinate and lead process for all non-MUD annexations in accordance with State law.
<i>Assist Annexation Process for MUD Areas</i>	Support Community Development as needed with annexation of MUD areas.